

CGR

Princeton Transition Task Force on Consolidation Public Forum

December 3, 2012 | Princeton Public Library



Draft Report of the TTF | Overview

- ▶ Purpose of the report
 - ▶ To document the Task Force's activities during 2012; summarize the issues with which it dealt; and present the status of each component
 - ▶ To serve as an informational resource for residents, other stakeholders, the new Governing Body and (potentially) other communities

How the Report is Organized | Structure

- ▶ **Process Overview:** *How was the TTF established?*
- ▶ **Priority Tasks:** *What did the TTF focus on and when?*
- ▶ **Recommendations:** *What decisions were made, and why?*
- ▶ **Financials:** *What are the updated impact projections?*
- ▶ **Strategic Considerations:** *What about 2013 and beyond?*

Background | Introduction

- ▶ Historic vote on November 8, 2011
- ▶ Consolidation to take effect January 1, 2013
- ▶ Governing Bodies (GBs) established TTF in January 2012 to facilitate work during the “transition year,” review issues requiring attention and make recommendations back to GBs on how best to address them
- ▶ The GBs would then formalize decisions to lay the groundwork for “Day One” of the new Princeton

The TTF | Members

▶ Appointed by Borough

- ▶ Jo Butler
- ▶ Hendricks Davis
- ▶ Mark Freda
- ▶ Brad Middlekauff
- ▶ Yina Moore
- ▶ Jim Levine (*alternate*)

▶ Appointed by Township

- ▶ Dorothea Berkhout
- ▶ Chad Goerner
- ▶ Linda Mather
- ▶ Bernie Miller
- ▶ Scott Sillars
- ▶ Gary Patteson (*alternate*)

Other Key Points | About the TTF

- ▶ Both municipal administrators and a DCA representative also non-voting members
- ▶ Mark Freda and Scott Sillars elected by TTF as Chair and Vice Chair, respectively
- ▶ Joint Consolidation Study Commission also remains in effect, per statute, until 180 days post-consolidation; served as valuable resource and liaison to TTF

Subcommittee Structure | TTF

- ▶ Recognizing the diversity, detail and multitude of issues requiring attention, *and in light of the time constraint*, the TTF created subcommittees to focus on key areas
 - ▶ Personnel
 - ▶ Infrastructure & Ops
 - ▶ Public Safety
 - ▶ Finance
 - ▶ Information Technology
 - ▶ Facilities & Assets
 - ▶ Boards, Cmsns & Cmtes
 - ▶ Communications & Outreach
- ▶ Subcommittee membership was inclusive of TTF members, elected officials, residents and staff

Defining Priority Tasks | The Subcommittees

- ▶ TTF was given the Consolidation Report as a guide to follow for implementation
- ▶ To focus efforts and ensure progress against goals, the TTF developed a “priority task inventory” of key issues that needed to be addresses as part of the process; would serve as “roadmap” for 2012 process
- ▶ Inventory would ensure subcommittee progress along parallel tracks, and avoid either (a) key items falling through the cracks, or (b) multiple subcommittees working on the same issue

Addressing Priority Tasks | The Subcommittees

- ▶ The TTF's report provides detailed information on each
 - ▶ Anticipated timeline for addressing each component
 - ▶ Key questions raised
 - ▶ Options identified
 - ▶ Analytical elements considered (where applicable)
 - ▶ Recommendation and rationale
 - ▶ Estimated financial implications

Presentation Note | In the interest of time...

- ▶ The TTF draft report contains a *significant* amount of detail on each of the following priority tasks, on a subcommittee-by-subcommittee basis
 - ▶ This presentation reviews each at a *high level only*
 - ▶ Refer to report for more comprehensive discussion of each

Personnel Subcommittee | Task 1

- ▶ Severance options: *Develop summary of options and preliminary cost analysis on workforce sizing assumptions*
 - ▶ Considered a range of options (attrition, existing policy re: departing employees, early retirement incentive w/ State assistance)
- ▶ **Status:** Current policy plus incremental increased benefit; no ERI

Personnel Subcommittee | Task 2

- ▶ Personnel Selection Process: *Develop process and criteria for selecting key administrative personnel and department heads, to identify “Day One” leadership*
 - ▶ Important in two key respects: Allow “Day One” leadership to engage transition process in a different way, and provide for greater continuity from transition-to-implementation
- ▶ **Status:** For senior administrative positions, appoint a joint selection committee of the GBs, make selection on facially neutral criteria
 - ▶ Note: Key selections were finalized by October 2012

Personnel Subcommittee | Task 3

- ▶ Organizational Structures: *Propose departmental structures for Administration, Finance, Community Services, Health, Affordable Housing, Court, Recreation*
- ▶ **Status:** Subcommittee made a recommendation for each department

Personnel Subcommittee | Task 4

- ▶ Reconcile Employee Benefits: *Document existing differences in Borough / Township plans and make recommendations for integrated approach*
 - ▶ Including medical / health (for actives and retirees), pension, OT provisions, comp time, longevity, bereavement, terminal leave pay, short-term disability and paid time off
- ▶ **Status:** Subcommittee endorsed Administrator plan to leave current framework intact, harmonize # of days off, and utilize Borough's short-term disability plan
 - ▶ Also recommended consideration of pilot PTO program in 2013

Personnel Subcommittee | Task 5

- ▶ Early Retirement Incentive: *Determine applicability of an ERI option and its potential impact as part of the workforce adjustment process*
- ▶ **Status:** Subcommittee determined that ERI would not accomplish workforce adjustment goals and *could* create unintended vacancies; thus, it recommended against using an ERI

Personnel Subcommittee | Task 6

- ▶ Promote “Cross-Pollination”: *Encourage Borough and Township departments to work together, shadowing one another in 2012 and beginning to coordinate functions*
- ▶ **Status:** Process was implemented in April 2012

Personnel Subcommittee | Task 7

- ▶ Review Salary Differentials: *Develop an acceptable process for aligning Borough and Township salaries across common positions*
- ▶ **Status:** Subcommittee delegated task to the Administrators, whose recommendations await approval by the new GB in January 2013

Personnel Subcommittee | Task 8

- ▶ Merge Union Contracts: *Monitor integration of existing collective bargaining agreements, to be primarily implemented by unions, Administrators and PERC*
- ▶ **Status:** Task Force process completed in July 2012; Administrators and PERC anticipate completion by year-end

Infrastructure & Ops Subcommittee | Task 1

- ▶ Organizational Structures: *Propose departmental structures for Department of Public Works, Engineering, Recreation Maintenance and PSOC*
- ▶ **Status:** Subcommittee endorsed separate departments:
 - ▶ DPW – Streets, buildings, parks, parking, sewer, organic recyc
 - ▶ Engineering – Traditional engineering, construction, planning
 - ▶ Rec Maintenance – Keep in Recreation Department (but consider future development of Dept of Parks & Rec)

Infrastructure & Ops Subcommittee | Task 2

- ▶ Service Levels: *Reconcile service levels for leaf, brush, garbage and food waste collection*
- ▶ **Status:** Subcommittee developed recommendations for each to rationalize service levels, ensure continuity and produce additional efficiencies (e.g. freeing up additional DPW staff time to focus on priority projects)

Infrastructure & Ops Subcommittee | Tasks 3 + 4

- ▶ Facilities: *Review public works-related facilities deployment and integration of capital improvement plans*
- ▶ **Status:** Topics were integrated within the work of the Facilities & Other Assets Subcommittee (more later...)

Facilities & Assets Subcommittee | Task 1

- ▶ Facilities: *Create an inventory of existing assets, including facilities, space, utilization and condition as a basis for making future recommendations*
- ▶ **Status:** Borough and Township jointly engaged outside consultant – KSS Architects – to lead a two-phase process addressing physical consolidation of offices; explored functional relationships among departments, “presence” of government in community, etc.

Facilities & Assets Subcommittee | Task 2

- ▶ Facility Recommendations: *Based on Task 1, recommend allocation of space for consolidated departments in the new Princeton*
- ▶ **Status:** Subcommittee produced detailed recommendation for deployment of municipal departments across all facilities, acknowledging space considerations and inter-departmental synergies

Public Safety Subcommittee | Task 1

- ▶ Organizational Structure (Police): *Review structural options for combined police department, make recommendation on deployment and size*
- ▶ **Status:** Subcommittee endorsed 56-officer model for 2013 (four less than Commission recommendation, but realizing *existing vacancies* in sworn positions); noted formal review of staffing and service levels should be basis for future-year determinations of size

Public Safety Subcommittee | Task 2

- ▶ Facilities (police): *Review police-related facilities deployment*
- ▶ **Status:** Topic was integrated within the work of the Facilities & Other Assets Subcommittee

Public Safety Subcommittee | Task 3

- ▶ Policies and Procedures (Police): *Recommend integrated police operating procedures (SOPs) for the consolidated department*
- ▶ **Status:** Engaged outside consultant The Rodgers Group LLP to facilitate review and draft recommendations, spanning rules of conduct, orders, organization, ethics, personnel, disciplinary, etc.

Public Safety Subcommittee | Task 4

- ▶ IT and Dispatch (Police): *Recommend actions necessary to integrate technology, particularly involving the police departments' emergency dispatch functions*
- ▶ **Status:** Given this task's technical nature, an outside consultant (WPCS International) was engaged to conduct a formal review and provide recommendations; GBs took early action before TTF recommendation in July 2012, which was then ratified by the TTF

Public Safety Subcommittee | Task 5

- ▶ Capital Equipment and Firearms (Police): *Recommend a process for integrating the two departments' existing capital equipment*
- ▶ **Status:** After review, the Subcommittee determined that this process was best dealt with by the two police departments and the Administrators, for approval by the GBs

Public Safety Subcommittee | Task 6

- ▶ Police Department – University Interaction: *Review the relationship and consider additional opportunities to collaborate*
- ▶ **Status:** No formal recommendations were generated, but the Subcommittee (which included University Public Safety representatives) examined options in operational collaboration and emergency dispatch

Boards & Commissions Subcommittee | Task 1

- ▶ Inventory Existing Bodies: *Develop baseline for boards, commissions and committees – their genesis, objectives and methods of appointment*
- ▶ **Status:** Baseline completed in May 2012; identified bodies established by local law vs. state law, and bodies where duplication exists between Borough and Township

Boards & Commissions Subcommittee | Task 2

- ▶ New Bodies: *Develop recommendations on boards, commissions and committees structure to serve the new municipality*
- ▶ **Status:** Made recommendations for each of 28 entities (see report for detail on each) designed to establish boards where needed, disband unneeded bodies, maximize participation, obtain efficiencies where possible and encourage inclusive processes of candidate review

Communication/Outreach Subcommittee | Task 1

- ▶ Effective Process and Access for TTF Work: *Monitor communications process for TTF agendas, minutes, documentation, etc. for public information purposes*
- ▶ **Status:** Established official website, reporting protocols for TTF and Subcommittees, FAQ section on website, “terms of engagement,” media policy, etc.
 - ▶ Provided overview presentations on TTF process to community groups throughout 2012
 - ▶ Website stats: 30,000 visits, 47,000 page views and 16,000 downloads through end-November

Communication/Outreach Subcommittee | Task 2

- ▶ Public Forums to Update Residents: *Convene periodic forums to inform community, solicit feedback on the transition process*
- ▶ **Status:** Two formal public events – Princeton Future in May 2012, and Princeton Library in December 2012

Communication/Outreach Subcommittee | Task 3

- ▶ Plan Celebration of Unified Princeton: *Organize a celebratory event to capture excitement and history of Princeton's consolidation*
- ▶ **Status:** Town-wide consolidation celebration scheduled for January 1, 2013 at the Municipal Building on Witherspoon Street (more details to come...)

IT Subcommittee | Task 1

- ▶ Inventory Existing Systems: *Document existing hardware, software and vendor support as a baseline for making recommendations*
- ▶ **Status:** Inventory largely completed by April 2012, revised through August 2012

IT Subcommittee | Task 3

- ▶ Resource Integration Plan (Police): *Recommendations for integrating emergency dispatch, CAD, records software and related*
- ▶ **Status:** Task was integrated within the Public Safety Subcommittee's **Task 4**, which addressed each item in collaboration with the police departments

Finance Subcommittee | Task 1

- ▶ Monitor Budgetary Impacts of Changes: *Document costs and savings associated with consolidation, department integrations, etc.*

Projected Savings from Staffing Changes vs 2012 Budgeted (Baseline) Staffing

Year	Actual	Commission Estimate	Finance Subcommittee Est. Low	Finance Subcommittee Est. High
2012	\$ 705,000			
2013		\$ 1,612,000	\$ 2,255,000	\$ 2,525,000
2014		3,125,000	2,586,000	3,546,000
2015		3,610,000	2,586,000	4,003,000

- ▶ 2013 savings projected 40% higher than Commission est.
- ▶ 2012 savings created by transition

Finance Subcommittee | Task 2

- ▶ Track Transition Costs: *Document costs related to transition; determine allocation of costs as transition vs. coincidental (i.e. would have occurred absent consolidation)*

- ▶ **Status:**
 1. Incl. separation costs, estimated at \$2.5 million
 2. Other expenditures being made in connection w/ process *that would have been incurred otherwise (i.e. coincidental costs)* estimated at \$1.1 million
 3. Payment of costs can leverage five-year amortization option, 20% reimbursement from State, current-year savings and University contribution

Finance Subcommittee | Task 3

- ▶ Draft Combination of Budgets: *Develop integrated budget using Borough and Township 2012 budgets, to use as framework for 2013 Princeton budget*
- ▶ **Status:** Process preliminarily identified an estimated \$350,000 - \$400,000 in *additional savings* in the 2013 fiscal year (above the staffing savings discussed above)

Finance Subcommittee | Task 4

- ▶ Sewer Rates and Open Space Tax: *Determine process for establishing sewer rates and open space tax in the new Princeton*
- ▶ **Status:** A revenue-neutral open space tax of 1.7-cents recommended by Subcommittee, approved by voters in November 2012; determined no immediate action required on sewer rates

Finance Subcommittee | Task 5

- ▶ Debt Combination Process: *Determine process for merging the outstanding debt of the Borough and Township within the new Princeton*
- ▶ **Status:** Determined that no formal legal action was required to effectuate this process

Strategic Items | Beyond “Day One”

- ▶ Although the TTF’s focus was on transitioning to Day One, it is important to acknowledge the governance and administrative issues that will face the new Princeton
- ▶ As part of their analysis, the TTF’s Subcommittees identified a range of “strategic items” that should be on the new Governing Body’s radar screen as it embarks on consolidation
 - ▶ Organizational
 - ▶ Capital / Facilities
 - ▶ Financial
 - ▶ Administrative